

PMBOK® 7e Update for CPM 4e Chapter 4 Organizational Capability: Structure, Culture, and Roles

PMBOK® 7e Domains Impacting Chapter 4

Team

Development Approach & Lifecycle

Project Work

Tailoring (additional section of *PMBOK® 7e*)

Team

Many of *PMBOK® 7e*'s suggestions for team work and management come from adaptive (Agile) or hybrid practices. It recommends fostering a sense of shared ownership among team members and empowering them to be self-managing to the greatest extent possible. Irrespective of the organization structure, it encourages project managers and other leaders to take adopt a "servant leadership" mentality, in which their main roles are removing obstacles, shielding the team from diversion, and providing encouragement and development opportunities.

PMBOK® 7e also emphasizes the need for project leaders—and, ideally, all project team members—to have a high degree of emotional intelligence. This is comprised of self-awareness, self-management, social awareness (i.e. empathy), and social skills. Despite its advocacy for empowering teams, *PMBOK® 7e* also refers to situational leadership and recognizes that leadership style, like everything else in project management, needs to be tailored appropriately to the situation. Different approaches are likely to be successful in various cases. Project teams are expected to carve out a work culture that promotes leadership, empowerment, and collaborative effort.

Development Approach & Lifecycle

An organization's structure and culture will help determine which development approach is used and what a project's lifecycle looks like. In turn, the development approach will largely determine what the team members' roles look like. While the terms *development approach* and *lifecycle* are sometimes used interchangeably, *PMBOK® 7e* emphasizes that they are distinct from one another. The development approach refers to which methodology is being used (predictive, iterative, adaptive, incremental, hybrid), while the lifecycle depicts the series of phases through which the project will progress.

Project Work

The developmental approach and lifecycle along with the organizational structure and culture will determine when and how project work is executed and delivered. Regardless of how and when work is delivered, the focus should not only be on the deliverables themselves but also on the benefits and value they can provide.

Tailoring

Perhaps one of the greatest changes in the new *PMBOK*® 7e is its emphasis on tailoring. We are advised to choose a developmental approach (predictive, hybrid, or adaptive) and then tailor everything we do first for the organization and then for the project itself. Tailoring is not a one-time exercise but rather something to be considered throughout a project. As such, the organization's culture and structure will have a large influence on almost every project-related decision.